



UTAH'S ECONOMIC DEVELOPMENT PLAN

From Governor Gary R. Herbert





FALL 2010



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25th Street, Ogden, Utah
Weber County

UTAH'S ECONOMIC DEVELOPMENT PLAN

by Governor Gary R. Herbert

As a life-long Utahn, it is no surprise that I believe our State is the best place to live, work and raise a family. As a former executive for a small business and the husband of a small business owner, I recognize our unique opportunities and challenges. Throughout my business career, as a County Commissioner, Lieutenant Governor and now as

“What I commit to you, as Governor of our great State, is to never forget that I work for you and I will do so tirelessly to strengthen Utah companies, bring more business to the State, support our unequalled quality of life and ensure the world knows that Utah is a great place to do business.”

Governor, I have traveled extensively around the State. During those travels, I have been repeatedly reminded of the many reasons each of us chooses to live in Utah, and I am also reminded of the reasons why Utah is praised by those outside of our State. This praise is because we work to our unique strengths, we are humble enough to recognize and overcome our challenges, we are innovative and we exude an optimistic attitude of success.

While we have received accolades for weathering the current economic storm, we must stay focused on continual improvement. This economic development plan outlines specific objectives and

activities that will lead to accomplishing our goals. Some of the action items are a continuation and improvement of what we have done well and other action items are new and necessary adjustments designed to keep Utah a leader in job creation and economic prosperity.

Realizing this *vision* and accomplishing this *mission* will take the collective efforts of all Utahns or, as I like to say, “Team Utah.” What I commit to you, as Governor of our great State, is to never forget that I work for you and I will do so tirelessly to strengthen Utah companies, bring more business to the State, support our unequalled quality of life and ensure the world knows that Utah is a great place to do business. What I ask of you is your commitment to continued hard work, entrepreneurial spirit, and innovation. Economic development is everyone’s job – public and private, business and government, rural and urban, small business and large. I also need your input. This plan builds on what we have accomplished over the past five years and, more specifically, upon the framework that I introduced just over a year ago when I became Governor (Appendix A). Over the past five years I have had conversations with business people throughout the State and together, we have identified areas of importance that will help us continue to plant the seeds of the future. I look forward to discussing this plan with you as I continue to travel throughout the State.





Governor Gary R. Herbert

MY VISION FOR OUR STATE:

Utah will lead the nation as the best performing economy and be recognized as a premier global business destination.

OUR MISSION STATEMENT FOR MAKING THIS VISION A REALITY:

Utah will excel in job creation, innovation, entrepreneurship, global business, and quality workforce and have a stable and sustainable business friendly environment.

*The Gateway
Salt Lake City, Utah*

WHAT OTHERS ARE SAYING ABOUT UTAH...

As Utahns we recognize all that our State has to offer and “singing our own praises” comes naturally. Of course, it’s always great when someone else is doing the singing for you. Our State has received many accolades. Take a look at the list below and I think you’ll find one that resonates for you.

Utah #1

“Most Dynamic Economy”
Kaufmann Foundation 2009

Utah #1

“Most Fiscally Fit State”
Forbes Magazine 2010

Utah #1

“Best States to Live”
Gallup Healthways 2010

Utah #1

“Expected Economic Recovery”
and “Economic Outlook”
American Legislative Exchange Council 2010

Utah #1

“Technology Concentration and Dynamism”
Milken Institute 2009

Utah #1

“Volunteerism”
Corporation of National and Community Service

University of Utah #1

for number of research produced business start-ups
The Association of University Technology Managers 2010

Brigham Young University #1

for the number of startups, licenses, and patent applications per research dollar spent
Association of University Technology Managers 2010.

Utah #2

“Top Pro-Business State”
Pollina Corporate 2010

Utah #2

“Best Education Climate”
Business Facilities Magazine 2010

Provo #2

“Fastest Growing Market in America”
midsize metro area
Portfolio.com 2010

Utah #3

“Best State for Business”
Forbes Magazine 2009

Utah #3

“Most Competitive States” for Business
Beacon Hill Institute 2010

SLC #5

“Best Cities for the Next Decade”
Kiplinger 2010

Utah #8

“Top States for Business”
CNBC 2010

Utah #8

“Best Transportation Infrastructure”
Business Facilities Magazine 2010

Utah #9

“States that will create the most jobs annually through 2015”
IHS Global Insight

Utah #10

“State Business Tax Climate”
The Tax Foundation 2010

Cache County #10, Utah County #11, & Davis County #18

“Best Areas for Finding a Job”
Money Magazine 2010



THE RESULTS ARE IN...

Through the good times and the tough times, Utah has been recognized year after year as having one of the strongest economies in the country. Despite the current economic challenges we are facing both globally and at home, the fundamentals of the Utah economy remain solid and provide the foundation for our recovery. Some of these fundamentals include:

- Utah's world exports have increased 45% year over year since June 2009 and Utah was the only state to increase exports in 2009.
- The Zions Bank Small Business Index, which measures conditions from a 100 point baseline for small businesses around the State, was 106.9 as of July 2010 up from 103.4 in May 2010.
- Utah is one of eight states with a AAA bond rating as of April 2010.
- Utah's unemployment rate is 7.4%, well below the national average of 9.6%.
- Utah companies competed for and won a record-setting \$500 million in government/military contracts, equating to 10,000 jobs created or retained.
- Utah's employment forecast shows that by 2011, construction will be the fastest growing sector with a 4.2% growth rate, followed by professional and business services with a 2.67% gain, and a 2.38% increase in manufacturing.

*Soldier Hollow
Wasatch County*



NOT BY CHANCE OR COINCIDENCE...

I am thrilled, but not surprised, that Utah has been recognized by the world as a premier business destination. As Utahns, we have long understood what makes our home a wonderful place, and now the world is beginning to understand as well. We have not found ourselves on top of this mountain by accident – it took hard work and innovation. The path was charted in 2004, when Jon Huntsman and I joined forces to run for Governor and Lt. Governor of Utah. The Huntsman - Herbert campaign was based on a vision to make Utah's economy the best in the nation. With the help of key business leaders around the State, we detailed a 10-point plan (Appendix B) for economic revitalization in Utah.

The objective of the original 10 point plan was to implement policies and initiatives that would make Utah an attractive place to invest and do business. This plan has served as a roadmap for success, and with your help we have made progress on each of the 10 points. For example, we have recruited some of the most recognized businesses in the world. Companies like Adobe, Procter and Gamble, Sephora, eBay, Oracle, Disney, and Goldman Sachs have recently announced projects in Utah. Additionally, local Utah companies like Peterson Inc., Nelson Laboratories, and Mozy continue to expand.

*Recent Expansion Projects:
Adobe, Procter and Gamble,
Sephora, eBay, Oracle,
Disney, Goldman Sachs,
Peterson Inc., Nelson
Laboratories, and Mozy.*

People and companies recognize Utah's economic strength and they want to know the secret of our success. Just recently I was selected by my fellow governors to serve as Chairman of the Economic Develop-

Salt Lake Valley





ment and Commerce Committee for the National Governors Association. I am humbled by this opportunity to share with the rest of the country Utah's best practices for economic success and survival.

One of the most important “ingredients” of our success is collaboration and leveraging of public and private sector resources. This collaboration is evident in the “unprecedented partnerships” between state and local elected officials, community and business leaders, as well as organizations such as Chambers of Commerce, the Utah Science Technology and Research (USTAR), World Trade Center of Utah, Utah Technology Council, Economic Development Corporation of Utah, Utah Fund of Funds, Utah Sports Commission, Utah Alliance, and countless other entities that work together for the advancement of our State.

NOT RESTING ON OUR LAURELS...

The economic development plan that we developed is working. Our vision for Utah is coming into focus, but there is still more to be done. We must be willing to learn, we must adapt to a changing environment, and we must work harder than ever to accomplish our shared goals. The following objectives and action items will take us to the next level as we emerge from this historic economic downturn faster, stronger, and better-positioned to succeed. I will make sure that each member of my administration does their part to accomplish these objectives and action items. I have tasked the Governor's Office of Economic Development (GOED) to work with each member of my cabinet to fully implement this plan across all areas of State Government.

*Nephi, Utah
Juab County*



*Mona, Utah
Juab County*





GOVERNOR GARY R. HERBERT'S FOUR OBJECTIVES

- 1** Strengthen and Grow Existing Utah Businesses, Both Urban and Rural
- 2** Increase Innovation, Entrepreneurship & Investment
- 3** Increase National and International Business
- 4** Prioritize Education to Develop the Workforce of the Future



*First Wind Project
Milford, Utah
Beaver County*



OBJECTIVE ONE

Strengthen and Grow Existing Utah Businesses, Both Urban and Rural

- Strengthen relationships and identify areas of opportunities for economic development with municipalities, industry associations, and other economic development, tourism, and film partners.
- Convene quarterly meetings to coordinate goals and activities with economic development stakeholders including representatives from GOED, World Trade Center Utah, Utah Science Technology and Research initiative (USTAR), Economic Development Corporation of Utah (EDCUtah), Chambers of Commerce, and other trade associations, etc.
- Sustain growth in economic clusters to provide high paying jobs in strategic industries that demonstrate the best opportunity for future expansion.
 - Visit 100 premier Utah companies to identify opportunities for expansion.
 - Conduct targeted industry summits and roundtables with stakeholders and partners to discuss industry sector needs and opportunities.
- Support small businesses through programs such as the Procurement and Technical Assistance Center (PTAC), Business Resource Centers (BRCs), Rural Fast Track, Small Business Development Centers (SBDCs), and Business Expansion and Retention (BEAR).
- Increase business opportunities in rural Utah by identifying unserved and underserved high-speed Internet service areas and by developing a plan to extend broadband service statewide.
- Maintain Utah's status as the "Crossroads of the West" by continuing to fund vital transportation infrastructure projects including highway construction, the extension of FrontRunner Commuter Rail, and expansion at the Salt Lake City International Airport.
- Maintain access to high-quality health insurance at competitive costs through the Utah Health Exchange (www.exchange.utah.gov), by successfully executing a pilot program for large employers and through a successful full system launch for small employers.
- Coordinate economic development plans with the 10 Year Strategic Energy Plan, which was developed with the input of experts and stakeholders from across the State to ensure Utah is at the forefront of solving the world's energy challenges. This plan can be found by visiting www.energy.utah.gov.

Utah #1

"Technology Concentration and Dynamism"

Milken Institute 2009

Lake Powell, Utah



*JMFlash Technologies
Lehi, Utah
Utah County*



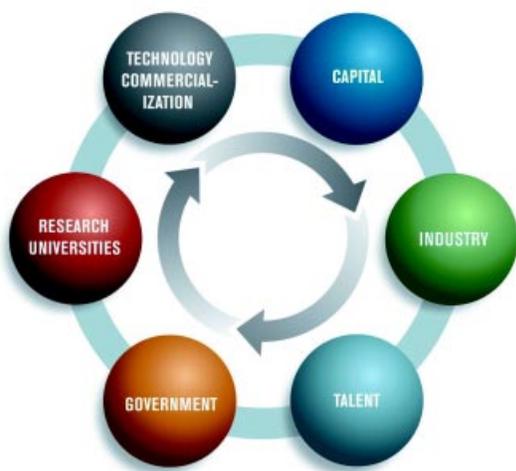
OBJECTIVE TWO

Increase Innovation, Entrepreneurship & Investment

- Support early stage companies by working with the Utah State Legislature to ensure that the current tax and regulatory environment continues to encourage investment.
- Support and strengthen entrepreneurship and company growth through programs and partners such as Business Resource Centers, international export training, and rural outreach and mentoring.
- Expand Utah's capacity for technology-based economic development by opening a nationally recognized interdisciplinary bio-focused research development and commercialization center at Utah State University in 2010.
- Continue to foster high-powered research and commercialization collaborations by expanding the number of world-class innovators recruited to the University of Utah and Utah State University through Utah Science Technology and Research (USTAR) Initiative (www.innovationutah.com).
- Drive start-up business growth and foster more interaction between local companies, entrepreneurs, and regional higher education institutions by providing business services and project management through USTAR to Technology Commercialization Grant awardees.
- Train Utah's future entrepreneurs and innovators by connecting private industry with institutions of public and higher education through programs such as the Utah Cluster Acceleration Partnership (UCAP), Workforce Innovations in Regional Economic Development (WIRED), and the Utah College of Applied Technology (UCAT).
- Attract capital to the State and help introduce start-up companies to potential investors through the Utah Fund of Funds (an economic development program aimed at providing access of alternative and non-traditional capital to Utah entrepreneurs).

Utah #3

"Best State for Business"
Forbes Magazine 2009



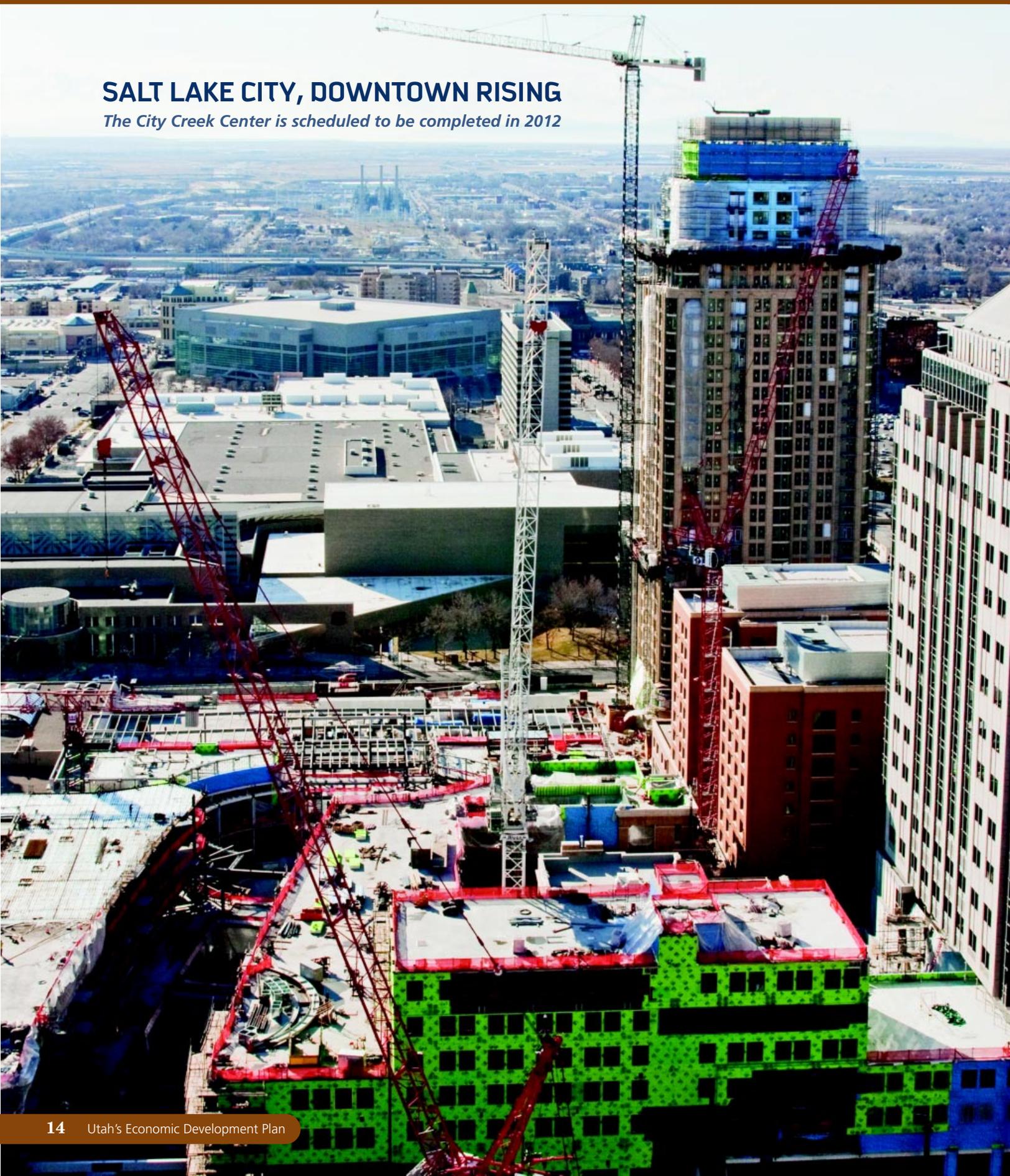
"Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers and associated institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition."

Michael E. Porter, "Clusters and the New Economics of Competition", Harvard Business Review

The key is to bring industry, talent, government, universities, technology and capital together around industry sectors that possess the greatest opportunity for success. Their collective excellence allows all companies within the cluster to grow and thrive, resulting in increases in the standard of living within a region.

SALT LAKE CITY, DOWNTOWN RISING

The City Creek Center is scheduled to be completed in 2012





OBJECTIVE THREE

Increase National and International Business

- Double exports in the next five years and increase international business and tourism by mentoring and training Utah companies to compete globally, facilitating trade missions and trade shows, and strengthening international and diplomatic relationships.
- Promote Utah's image through targeted business, tourism, and film marketing and public relations efforts.
 - Build critical mass within each of the State's strategic industrial clusters by promoting the vibrancy and strength of Utah's business environment and recruiting targeted businesses.
 - Develop a Utah ambassador program made up of business organizations and individuals located inside and outside of the State in order to receive input and to improve the recruitment of targeted businesses and business leaders to Utah.
 - Establish a business-marketing and public relations committee to improve the State's effort in promoting Utah's many business friendly attributes and incentive programs.
 - Grow Utah's tourism industry and increase statewide visitation by continuing to promote Utah as a premier tourist destination (www.utah.travel).
 - Market Utah as the premier leisure and business travel destination by creating a customer service program through which all Utahns and tourism-related companies will promote the "Utah Life Elevated®" brand.
 - Attract major motion pictures and television series to the State by using the Motion Picture Incentive Fund and continuing to promote Utah as a premier film location (www.film.utah.gov).
- Increase job creation and capital investment in the State by ensuring that Utah's incentive programs are competitive, sustainable, and used selectively.
- Increase the velocity of capital flow by further supporting and developing an environment that encourages private capital investment in the State from local, national and international sources.
- Increase the number of direct international flights into and out of Utah by working with the Salt Lake City International Airport and air carriers.

Utah #1

"Most Dynamic Economy"
Kaufmann Foundation 2009





Granite School District



OBJECTIVE FOUR

Prioritize Education to Develop the Workforce of the Future

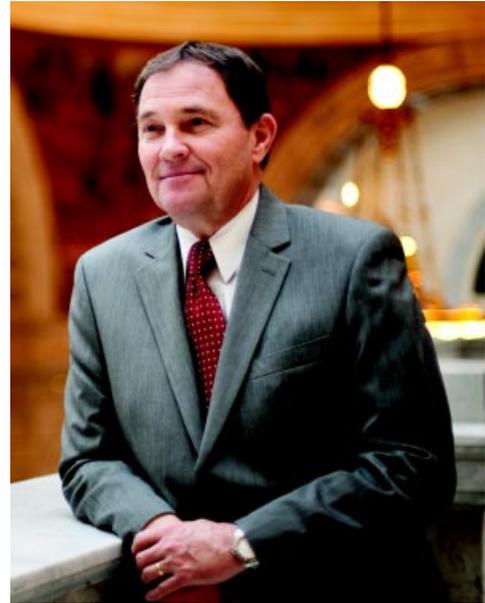
- Excite our students and champion our teachers to ensure that we prepare our students for the jobs of the future by coordinating economic development plans with the Excellence in Education Commission and providing input on the Commission's recommendations.
(www.governor.utah.gov)
- Ensure that the curriculum taught in public education (K-12) is rigorous and aligned with workforce needs in order to prepare students for higher education and future Utah jobs.
- Connect higher education, industry and government to identify industry workforce needs and ensure plans are in place that will deliver a trained and ready workforce for the future. For example continuing the partnership between workforce development, economic development, and higher education to conduct Utah Cluster Acceleration Partnership (UCAP) projects.
- Support and promote jointly-funded technology incubators and encourage the creation of additional hands-on educational programs for K-12 and higher education students, such as BioInnovation Gateway (BiG) and the Workforce Innovations in Regional Economic Development (WIRED) initiatives.
- Ensure Utah remains a national leader in preparing students for the global economy by continuing support for the K-12 “dual immersion” language programs (currently over 7,000 students are enrolled in 40 different dual immersion programs).



THE BOTTOM LINE...

We have every reason to be optimistic about the future. Our State has faced challenges before and we have always come out stronger. While current challenges are unique, they also provide unique opportunities. Taking advantage of these opportunities will require maximizing our unprecedented partnerships throughout the State. I look forward to partnering with you to accomplish our goals and realize our vision:

Utah will lead the nation as the best performing economy and be recognized as a premier global business destination.



*Janicki Industries
Layton, Utah
Davis County*

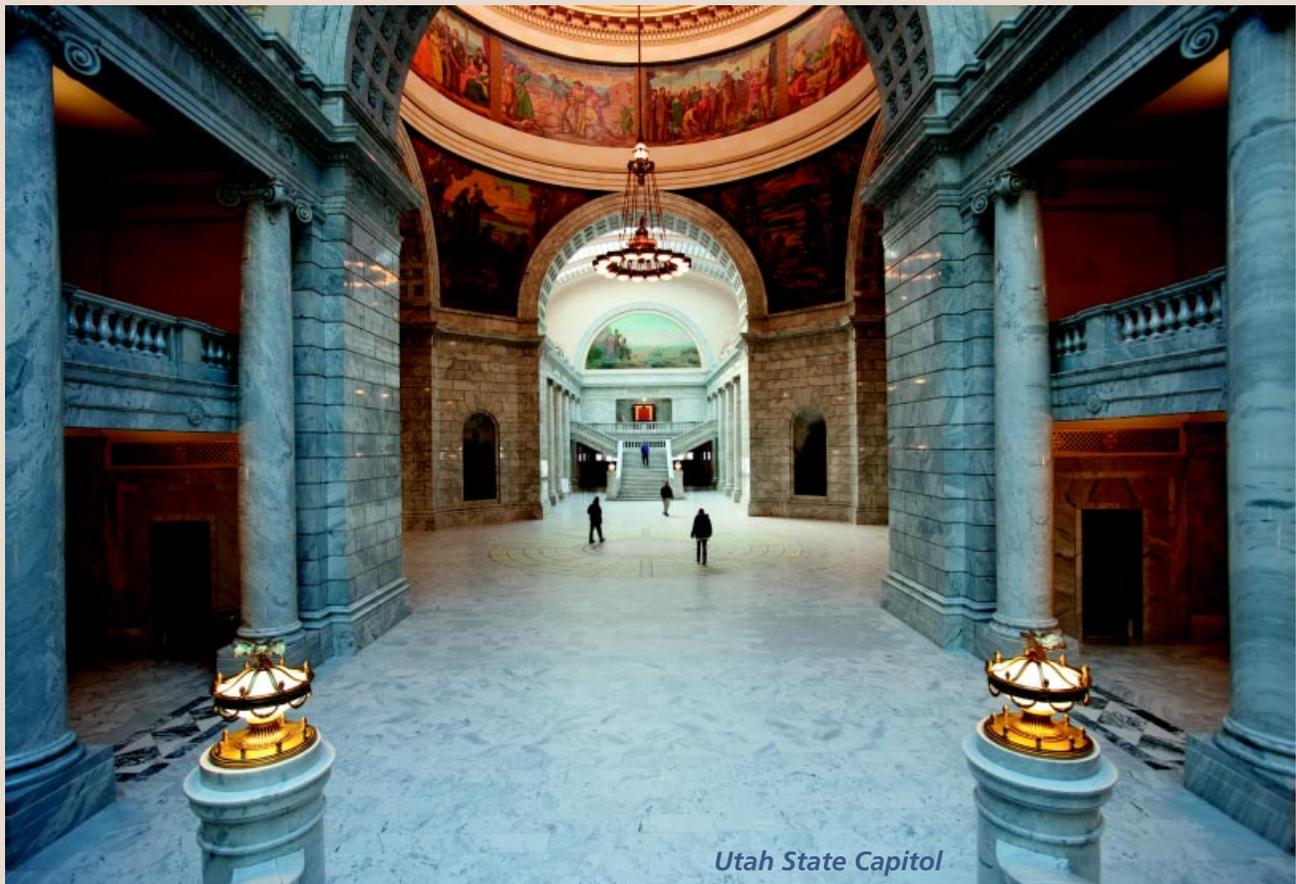
APPENDIX A

GOVERNOR HERBERT – 4-POINT PLAN SUCCESSES

Despite the recent economic challenges we have been experiencing, Utah has weathered the economic storm and we are on our way to economic recovery. This past year we were able to find efficiencies in state government in order to balance our state budget without raising taxes and holding public education harmless. We've seen an increase in the number of jobs available, maintained a AAA bond rating, and have an unemployment rate that is significantly below the national average. Last year I announced that my first and highest priority as governor will be the economy of Utah. I instructed the Governor's Office of Economic Development (GOED) to focus on four key objectives:

- 1. Strengthen and grow existing Utah businesses, both urban and rural.**
- 2. Increase innovation, entrepreneurship and investment.**
- 3. Attract national and international business.**
- 4. Prioritize education to develop the workforce of the future.**

While there is still much more work to be done, the following is a report on our progress in these four objectives over the past twelve months.



Utah State Capitol

APPENDIX A

OBJECTIVE ONE

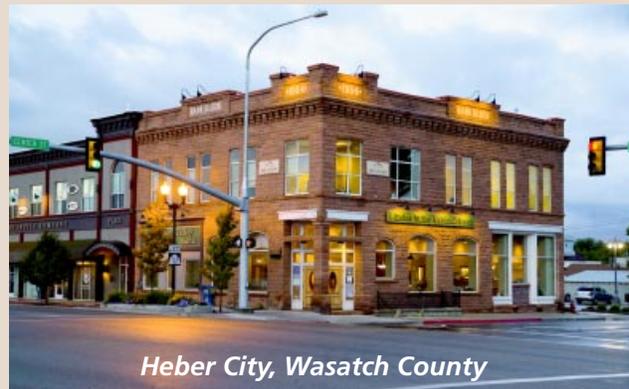
STRENGTHEN AND GROW EXISTING UTAH BUSINESSES, BOTH URBAN AND RURAL

- Maintained Utah's attractive business environment by not raising taxes.
- Our International Trade and Diplomacy Office (ITDO) assisted 420 Utah companies to do business internationally and trained 845 companies through 35 training and mentoring events.
- GOED approved 12 post-performance incentives to companies. These 12 projects are expected to result in:
 - 4,222 jobs created or retained
 - Over \$277 million in capital investment
 - Over \$3.3 billion in new state wages
 - Over \$297 million in new state revenue
 - \$200 million to the Education Fund
 - \$97 million to the General Fund
- The Procurement Technical Assistance Center (PTAC) program worked with Utah clients to achieve record-breaking contract awards that resulted in \$500 million and 10,000 jobs created or retained.
- PTAC hosted their fourth annual Procurement Symposium where over 500 attendees learned how to sell to the government and military.
- The United States Air Force selected Hill Air Force Base to maintain both the F-35 Joint Strike Fighter and the Predator unmanned aerial system.
- The United States Army selected Dugway Proving Ground to conduct unmanned aerial systems operations. This project will create over 300 jobs.
- Utah received \$450,488 in five National Scenic Byway grant awards for projects in rural areas of the State.
- The Utah Broadband Mapping, Analysis, and Planning Project (UBMAPP) was established to introduce a state-of-the-art interactive Web map of the broadband systems in the State and develop a comprehensive broadband plan.

OBJECTIVE TWO

INCREASE INNOVATION, ENTREPRENEURSHIP & INVESTMENT

- The Utah Fund of Funds conducted its annual Medical Device Symposium and the Annual Utah Fund of Funds Middle Market Symposium.
 - The Medical Device Symposium attracted world-class investors, innovators, physicians, and students and had nearly double the attendance of the previous year.
- Continued to foster high-powered research and commercialization collaborations by expanding the number of world-class USTAR innovators recruited to the University of Utah and Utah State University from 23 to 33.
- USTAR Technology and Outreach teams completed projects with more than 175 companies and entrepreneurs, including assistance in market analysis, market entry, prototyping, and fundraising.
- Provided technology commercialization grants to 60 entrepreneurial opportunities with 38 of the 60 involving collaborations between industry and regional higher education institutions.
- Partnered with industry to conduct four “Concept to Company” contests that provided awards and services to 12 companies for their innovative business ideas.
- Over 89,000 students participated in one or more of the Workforce Innovation and Regional Economic Development (WIRED) initiative programs.



Heber City, Wasatch County

APPENDIX A

OBJECTIVE THREE

INCREASE NATIONAL AND INTERNATIONAL BUSINESS

- GOED and the Economic Development Corporation of Utah assisted 18 companies with relocating or expanding in Utah.
- GOED officially launched the West Coast Business Marketing Initiative aimed at branding the State of Utah as a premier business destination for companies interested in relocation or expansion.
- From January 2010 - June 2010, Utah exports increased 45% from the same period of the previous year. Utah was the only state in the nation that showed positive growth in exports from 2008-2009.
- The Utah Office of Tourism received the Travel and Tourism Research Association's (TTRA) J. Desmond Slattery Professional Marketing Award for the 2009 "Life Elevated®" summer campaign.
- The 2010 Official Utah "Life Elevated®" Scenic Calendar was honored with nine Gold Awards in the 2010 National and World Calendar Awards competition, hosted by the Calendar Marketing Association.
- For 2010, 47 German tour operators are featuring Utah with 539 specific Utah tour products listed in summer catalogues - up 7% from 2009.
- Traveler spending for 2009 is estimated to be at \$6.2 billion, generating \$625 million in state and local tax revenues (about \$703 per Utah housing unit).
- Visitation to Utah's National and State Parks increased in 2009: National Parks increased 5.8%, National Monuments and recreation areas increased 3.5%, State Parks increased 4.8%, and Welcome Centers increased 3.9%.
- Several luxury resorts opened in Utah in the past year, including Amangiri near Lake Powell, Best Western Bryce Canyon Grand, Waldorf Astoria Park City, and St. Regis Deer Crest Resort in Park City for a total of more than \$528 million spent on construction and over 1,200 full and part-time peak season positions created.
- Construction spending will be approximately \$1 billion with the opening of the Montage Deer Valley in December.
- The Utah Film Commission approved 16 film incentives which resulted in 1,083 jobs and \$51 million in direct economic impact.

OBJECTIVE FOUR

PRIORITIZE EDUCATION TO DEVELOP THE WORKFORCE OF THE FUTURE

- Identified efficiencies in state government to balance the State's budget and hold public education funding harmless.
- Supported 22 high school bio-technology programs, with research projects contracted from local life science companies, to ensure students have an opportunity to understand science and math in a relevant business manner.
- Successfully completed a Utah Cluster Acceleration Partnership (UCAP) project with the aerospace cluster resulting in strategic plans and career pathways for key aerospace sectors, and began UCAP projects for energy and digital media.
- BioInnovation Gateway (BiG) began operations as a life science workforce development and business incubator, offering students from six school districts a hands-on experience with life sciences companies.
- Continued to leverage the Workforce Innovation and Regional Economic Development (WIRED) initiative focused on creating education programs that help provide a well-qualified workforce for the life science industry, including creating 20 engineering scholarships to the Mathematics, Engineering, Science Achievement (MESA) program.

APPENDIX B

PROGRESS REPORT ON THE 2004 ECONOMIC DEVELOPMENT PLAN

1. Revamp Utah's Tax Structure

- HB 78 (2005 Session) – Allows a taxpayer to calculate the apportionment of business income on the basis of a fraction that increases the weighting of the sales factor.
- HB 109 (2006 Session) - Reduced the sales tax on food.
- SB 4001 (2006 Special Session) – First step of Individual Income Tax Reform.
- SB 223 (2007 General Session)
 - 5% single-rate income tax system with limited credits
 - \$110 million in personal income tax reduction
 - Uniform food sales tax of 3% across the State
 - \$40 million in food sales tax reduction
 - \$40 million in general sales tax cut
 - \$30 million in targeted special tax reductions

2. Improve the Competitive Environment for Small and Medium-Sized Companies

- Health System Reform
 - Shifting our health system to a consumer-based system.
 - Developed an internet-based Utah Health Exchange information portal that connects consumers to the information needed to make an informed health insurance purchase.
- The Procurement Technical Assistance Center (PTAC) assisted Utah companies in securing government contracts at record levels.

3. Recruit Businesses to Our State

- Recent Projects: Adobe, Ebay, Edwards Life Sciences, Goldman Sachs.
- Implemented (via EDCUtah) a web-based search tool tied to GIS data to enable site selectors nationwide to search for business-ready industrial sites.
- Launched the West Coast Business Marketing Initiative – a specific targeted plan designed to attract those companies on the West Coast that have an interest in expansion or relocation.

4. Attract More Capital

- Successfully launched the Utah State Fund of Funds, a \$300 million State of Utah economic development program, aimed at providing Utah entrepreneurs access to alternative or non-traditional capital.
- Over 3,449 Utah jobs have been supported within the fund's portfolio investments. There are 35 Utah companies that have received capital from the Utah Fund of Fund's portfolio funds such as Omniture, LogoWorks, and ZARS. Several ancillary deals have been done with firms outside the fund portfolio via exposure generated by the Fund such as Intellisum and Lingotek.

5. Promote Growth in Target Industries

- Successfully launched the Utah Science Technology and Research (USTAR) program that provided capital investment for research facilities including a match from the University of Utah and Utah State University. This program recognizes the excellence in our universities and then amplifies that excellence with an infusion of new, internationally recognized talent.
- Focused on economic industry clusters in areas of core competencies such as life sciences, software development and information technology, aerospace and aviation, defense and homeland security, financial services, energy and natural

APPENDIX B

resources, and outdoor products. Growth areas within these sectors where particular attention is placed include advanced composites, unmanned systems, renewable energy, digital media, medical devices, natural products and dietary supplements, systems management web analytics and cycling.

- The goal of the Economic Clusters Initiative is to make Utah a hypercompetitive region in focused industries. The Economic Clusters Initiative is a catalyst to focus people, ideas, and resources on our greatest opportunities for success. This is done by aligning industry, research universities, capital, talent, technology and government around emerging or mature industry sectors that possess the greatest sustainable competitive advantage. The net effect is that these factors combine to create higher paying jobs, strengthen education and raise the standard of living in Utah.
- Over 12,000 additional employees in cluster industries have been created since 2005 with cluster industries' average monthly wage being 162% of the Utah average. The Life Sciences and the Software Development and Information Technology Clusters have demonstrated significant growth the past several years and continue to demonstrate Utah's strength in these sectors.
- Total wages in cluster industries grew by 42% since 2005, compared to a statewide total wage growth of 20%.

6. Enhance Utah's National and International Image

- Governor Herbert has personally met with CEOs and government leaders from around the world.
- Implemented summer and winter television, interactive, and print campaigns to promote the State domestically and internationally.
- Created comprehensive international marketing and public relations programs in the United Kingdom, Germany, France, and Japan, including production of international planners in Queen's English, German, French, Spanish, Italian, Japanese, and Chinese. International efforts have resulted in an average of a 52.3% increase of published Utah tour packages from 2006 to 2009.
- Earned media value from international public relations efforts rose from \$19 million in 2009 to \$22 million in 2010, an increase of approximately 10.5%.
- Research by Strategic Marketing & Research, Inc. indicates a strong success with the State's branding and marketing efforts in dramatically improved visitor image of Utah.
- *Business Facilities Magazine*, (2010) ranked Utah at the top or near the top in several categories of annual rankings of best places to do business. Editor Jack Rogers said, "Across all key ranking categories, Utah clearly exhibited the most dramatic improvement of any state in the nation."
- For the second year in a row, one of the most widely recognized annual economic studies in the country, *Pollina Corporate Real Estate*, (2010) ranked Utah the #2 most business friendly state in the nation.

7. Capture Global Opportunities for Utah Companies

- Established the World Trade Center Utah (www.wtcut.com), which brings academia, government, and private industry together to create a "one stop shop" for entrepreneurs and businesses seeking assistance with international business.
- Implemented a targeted strategy, primarily based on four key areas for trade, culture, and education partnerships in Canada, China, India and Mexico.
 - Three out of the four focus countries are Utah's top ten trading partners (Canada, India, China).
 - Two constitute the fastest growing emerging markets (China, India).



APPENDIX B

- Quick Facts and Figures
 - Canada (Utah’s #2 trading partner):
- 2005-2009 Exports increased by 42.87% (\$1,019 million in 2009)
 - China (Utah’s #5 largest trading partner)
- 2005-2009 Exports increased by 66.95% (\$536 million in 2009)
 - India (Utah’s #3 trading partner):
- 2005-2009 Exports increased by 1,098.83% (\$650 million in 2009)
 - Mexico (Utah’s #8 trading partner):
- 2005-2009 Exports increased by 116.12% (\$280 million in 2009)

8. Promote Tourism

- Commissioned an ad effectiveness study for each summer and winter ad campaign from 2006-present to measure the return on investment from the Utah Office of Tourism (UOT) advertising efforts.
- Approved co-op marketing funding totaling \$11.6 million for 262 applications from 27 of 29 counties from 2005-2010.
- Visitors to Utah significantly increased 2005-2009.
- 2006-10
 - Transient Room Tax (hotel tax) revenues were \$28.0 million, up over 17.01%.
 - The Municipality Transient Room Tax revenue was \$2.3 million, up 65.5%.
 - The top five ski seasons in the history of Utah were from 2005-2006 to 2009-2010. Utah has experienced a record number of skier visits averaging just over four million a season.
 - State park visits in 2009 were up 6.4% and national parks visits are up 16.2% from 2006.

9. Energize Economic Development in Rural Communities

- Implemented the Rural Fast Track (RFT) Program (SB 10) which sets aside 20% of the Industrial Assistance Fund to help provide an efficient way for small companies to receive incentives for creating high paying jobs in the rural areas of the State and to further promote business and economic development in rural Utah. Since its 2008 start, the RFT program has offered 68 projects and expects a 130 job increase for rural Utah.
- Created the Rural Broadband Service Fund (SB 268), which is a restricted account to be used for grants to providers for deploying broadband service in rural Utah areas. To date 47 projects in 14 counties have extended high speed internet to approximately 10,615 potential subscribers.
- Implemented the Rural Development Grant (RDG) program as part of a significant update of the State’s rural development strategy. Under the RDG program’s bottom-up approach, rural communities take the lead in creating an integrated, community-based strategy founded on local needs and capabilities and apply for matching funds from the State’s Rural Development Office.
- Established the Governor’s Rural Partnership Board which directly interfaces with the Governor and GOED.
- Supported the revamping of Enterprise Zone legislation to provide tax credits to expanding rural companies.

10. Make State Government More Efficient

- Initiated an efficiency plan for state agencies through a program called “Balanced Scorecard” with oversight from the Utah Policy Partnership, through which every state agency has created and maintains detailed performance metrics for each program.
- Governor Herbert formed the Utah Advisory Commission to Optimize State Government (“Bangerter Commission”) to ensure the State is delivering services as effectively and efficiently as possible. The Commission returned 56 recommendations that could result in approximately \$10 million in immediate annual savings and forward looking recommendations that could ultimately net hundreds of millions of dollars in savings to the State of Utah and its taxpayers.



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